

Human Resources Division

HR Advantage

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Commonwealth honors 2007 Performance Recognition Award Winners

The 24th annual Performance Recognition Awards ceremony and luncheon was held on October 5th at the Sheraton Boston. The PRP honors state employees who have demonstrated an exemplary work performance and shown a true commitment to public service.

Leslie Kirwan, Secretary of Administration and Finance, served as Master of Ceremonies and Governor Deval Patrick honored guests and award recipients by presenting the ten Manuel Carballo Governor's Awards for Excellence in Public Service and the two Eugene H. Rooney, Jr. Public Service Awards. Governor Patrick spoke of the importance of public service and his commitment and unwavering support to the employees of the Commonwealth.

Also recognized at the event were the 310 statewide recipients of the Commonwealth Citation for Outstanding Performance. Chief Human Resources Officer Paul Dietl and Secretary Kirwan both had high praise for the outstanding work of all award recipients and Secretary Kirwan spoke of her own experience being part of a winning Carballo team at the Department of Revenue in 1992.

More information about the program and a complete showcase of the award winners can be found at:

<http://www.mass.gov/?pageID=hrdsubtopic&L=4&L0=Home&L1=Employee+Programs&L2=Performance+Recognition+Program&L3=2007+Program+and+Award+Winners&sid=Ehrd>



Pictured: Governor Patrick presenting the Carballo award to Aurora Bautista, Professor of Behavioral Science, Bunker Hill Community College

Expanding Interest in Volunteerism Across the Commonwealth



Over 1,200 state employees attended the inaugural Governor's Volunteer Expo at the State House on July 11, 2007 to learn about volunteer opportunities at 50 non-profit organizations in Massachusetts. The Human Resources Division, in conjunction with the Governor's Office of Public Liaison, hosted the first Regional Volunteer Expo at Bridgewater State College on September 18th, where 30 non-profits had information tables for state employees and the general public interested in making a difference in their local community.

Bridgewater State President and Governor's Special Advisor for Education **Dana Mohler-Faria** presented the keynote address. Future expos are being planned for the Springfield, Worcester, and Andover areas. Employees have started volunteering under the community services leave program and the number of school volunteers is increasing now that school is in session. Within the next week or so there will be well over 225 non-profit organizations approved for SERV as well as 351 cities and towns. Given the geographically representative list from a wide variety of categories such as education, environment, health, human services, and public safety, state employees are finding non-profits of interest and are taking the initiative to become volunteers. Approximately 75 HR colleagues attended one of five SERV HR Director Briefings held in Boston and Framingham. Please visit the SERV website www.mass.gov/serv for updated SERV Guidelines including new policy guidance, the current list of approved organizations listed alphabetically, by region, and by category, as well as a simple 2 page informational brochure and a memo on marketing the program to your employees.

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CHRO Commentary

Paul D. Dietl

Chief Human Resources Officer



This month, the Human Resources Division is proud to host the 24th annual Performance Recognition Program. At this time, I would like to recognize the winners of the 2007 Manuel Carballo Governor's Award for Excellence in Public Services and the Eugene H. Rooney, Jr. Public Service Award. These individuals have shown extraordinary dedication and work ethic, a willingness to embrace change and find creative solutions to problems. Our winners should be extremely proud of the work that they have done and the value they have added. We are certainly proud of them. The Commonwealth's Performance Recognition Program is just one way for us to recognize the best among the Commonwealth's employees.

Over the next months, we will be working with our HR Advisory Council, composed of Secretariat HR Directors, to establish our HR strategic objectives and vision for 2008. We would like to build on our success of the shared services model and move from transactional HR to talent-based management initiatives that will impact the performance of the workforce.

Over the years, HR has evolved from a process-based function to having a more strategic role in an organization. Now the focus is on a new set of strategic issues focusing on talent management. For the foreseeable future, there will be a greater demand for talent than supply. The need for effective talent management has enormous implications for HR professionals and the Commonwealth. Today's HR is about talent management, the ability to Attract, Retain, Motivate.

While talent management has always been part of HR's mission, a combination of demographic and market forces will bring new urgency to cultivating a workforce that offers true competitive advantage. Creating and cultivating a talented workforce will position the Commonwealth as an Employer of Choice.

I look forward to partnering with you in developing and implementing this vision.

Paul D. Dietl

For the HR Professional: Events, Meetings and Teleconferences



CORPORATE LEADERSHIP COUNCIL TELECONFERENCES
Oct. 24th, Nov. 29th, and Dec. 6th, 11:00 a.m. – 12 noon: **Building Next Generation HR-Line Partnerships- Part I (Quantitative Analysis).** To register:

<https://www.clc.executiveboard.com/Members/Events/Registration.aspx?cid=100033829>

Oct. 29th, Nov. 9th and Dec. 4th, 11:00 a.m. – 12 noon: **Strategic Workforce Planning: Identifying and Responding to Strategic Talent Needs.** To register:

<https://www.clc.executiveboard.com/Members/Events/Registration.aspx?cid=100033857>

Nov. 1st, and Dec. 14th, 11:00 a.m. – 12 noon: **Building Next Generation HR-Line Partnerships- Part II (Case Studies),** To register:

<https://www.clc.executiveboard.com/Members/Events/Registration.aspx?cid=100034490>

CAREER EXPLORATION DAYS- Work and Learn Session Schedule (Note sessions are scheduled from 10 AM to 12 noon PM OR 1 PM to 3 PM)

- October 23 Springfield Technical Community College
- October 31 – U/Mass Lowell Wampanoag Mills Building

NAACP Diversity Career Fair

Oct. 24th at the Marriott Copley Place, Boston, MA

Women For Hire Career Fair

Nov. 7th at the Boston Park Plaza Hotel, Boston, MA

MASSACHUSETTS CIVIC ENGAGEMENT SUMMIT

Friday, November 16, 2007 – 9 a.m. - 4 p.m.

DCU Center, 50 Foster Street, Worcester, MA

To register:

<http://www.acteva.com/booking.cfm?bevaaid=141306>

Human Resources Division to publish Manager Handbook

This fall, HRD will be publishing a **Manager Handbook** that was developed by HRD with the assistance of an inter-agency focus group of human resources directors. This resource will replace the now obsolete Manager Handbook that was issued in 1991. We trust this will be a very valuable tool, especially for newly hired cabinet secretaries, agency heads, and managers. The target audience for this Handbook is all managers, although most of the policies and programs in the Handbook apply to Cabinet Secretaries and Unclassified Employees as well.

The purpose of the Handbook is to provide "one stop shopping" or a quick reference guide for current managers and new hires on topics such as labor relations, budget, procurement, employment laws and policies, and benefits. Benefits of the Handbook include:

- Improved communication with managers
- Consistent information is being provided
- Policies and procedures are clarified
- Increased understanding of HR policies and programs



Managers will receive an email once the Handbook is posted at http://www.mass.gov/Ehrd/docs/policies/publications/manager_handbook.rtf

Commonwealth Employment Opportunities (CEO)



On August 15, 2007, the Workforce Management Group (WMG) conducted its first CEO User Group after the launch of the new system in June. Users noted that the new system is more user-friendly and that jobs are reviewed and published more quickly than with the former CEO application. The feedback from the User Group was very positive. Representatives from the Information Technology Division were present to field questions and provide any insight into specific agency requests regarding enhancements or improvements to the system.

WMG will be holding its next User Group on **October 22, 2007**. The discussion will focus on the online application feature which agencies will have the option of utilizing. Currently, job seekers are able to create a profile and store their resume online. We hope to discuss the business process agencies will be considering should they decide to accept online applications.

For additional information about the CEO or User Group Meetings, please contact Lisa Pollack at 617-878-9733.

ACES 2008: A Simplified Approach to Management Performance Evaluations

The Human Resources Division (HRD) renewed its contract with SuccessFactors for on-line management appraisals. The cost for the 2008 cycle will be similar to what agencies paid for during the 2007 evaluation year. The new application includes a collaborative process that will provide users with a more streamlined and simplified functionality than in past years. The ACES 2008 collaborative process allows all parties to see where forms are throughout the process, instead of having to route forms.

This fall, HRD will be working with SuccessFactors to develop the 2008 ACES Evaluation Form. HRD will also be testing the form and the new application, itself, for ease of use, security and detailed reporting features.



PRP Winners Corner 2007 Winners

The Performance Recognition Program gives formal recognition to Commonwealth employees who make meaningful contributions, which distinguish them from their peers. We are pleased to recognize this year's winners.

Manuel Carballo Governor's Award for Excellence in Public Service:

- Aurora B. Bautista, Professor of Behavioral Science, Bunker Hill Community College
- Rosemary A. Bevins, Deputy Facility Director of Hogan Regional Center, Department of Mental Retardation
- Dennis Gauthier, Area Director, New Bedford Area Office, Department of Social Services
- David Guilford, Security System Administrator, Bureau of State Office Buildings
- Juan Valerio, Outreach Educator, Division of Tuberculosis Prevention and Control, Department of Public Health
- Comfort Care Unit (Hospice Team), Soldier's Home in Holyoke
- Danversport Explosion Response Team, Department of Environmental Protection
- Disability Determination Services Homeless Units (Boston and Worcester), Massachusetts Rehabilitation Commission
- Park Serve Day Team, Department of Conservation and Recreation
- SIMS Implementation Team, Executive Office of Elder Affairs

Eugene H. Rooney, Jr. Public Service Award:

- Lisa Pollack, Personnel Analyst, Human Resources Division
- EOHHS Management Certificate Program Workgroup

SPOTLIGHT:

Eugene H. Rooney, Jr. Public Service Award:



**Lisa Pollack,
Personnel Analyst,
Human Resources
Division**

In the past year, the Human Resources Division (HRD) has had two major Human Resources Information Systems' (HRIS) initiatives, both led by Lisa Pollack. One was the development and rollout of the new Commonwealth Employment Opportunities (CEO) website. With the move from the old CEO (an expensive IBM based system) to the new CEO (an open source system built by the Information Technology Division), Ms. Pollack promptly addressed issues, trained 200 users, wrote clear and concise job aids, and effectively communicated all changes to CEO users. Without Ms. Pollack, the new CEO project would not have been completed so seamlessly and on time. The other HRIS initiative led by Ms. Pollack was the successful transition of the Achievement and Competency Enhancement System (ACES) to HRD's Organizational Development Unit. ACES is the management performance appraisal system for Executive Branch managers. Based on user agencies' feedback, Ms. Pollack worked with the ACES vendor to rollout a number of improvements to the system. The new ACES system is now simplified and easier for managers to use.



Learning is not attained by chance. It must be sought for with ardor and attended to with diligence.

—Abigail Adams

The opportunity to learn, and develop is one of the leading motivators for attracting, cultivating and retaining the Commonwealth's workforce.

The business of state government is in a unique transformation into a knowledge-based economy. This transition directly impacts the way we are called to serve the citizens of the Commonwealth. To keep pace with these changes and to ensure employees are knowledgeable and effective in fulfilling their job roles, the HRD Training and Learning Development Group leverages internal shared services and technology to deliver diverse learning opportunities that deliver practical skills necessary to perform today's job. Our curriculum includes over 25 courses to meet the diverse needs of Executive Branch employees from the individual contributor to management. Each course features highly accomplished trainers who are dedicated to sharing their knowledge and expertise to provide customers with practical solutions that can be immediately applied in the workplace. All courses can be customized to meet specific business and individual performance needs.

Our blended delivery approach includes performance consulting and needs assessment, instructor led training, and technology-based learning solutions. The 2007 Fall-Winter course offerings include the following courses:

Coaching for Performance and Development

Coaching is a goal-oriented, results-focused professional alliance between a manager and an employee that helps employees close the gap between their current performance and their desired performance level. Coaching involves observing, analyzing, demonstrating, giving feedback, and most important, building alliances. Coaching addresses where an employee is now, and where they need and/or want to be.

Customer Service

This class will provide the successful learner with skills and knowledge to approach every customer in a way that demonstrates their importance. Students learn how to avoid pre-conceived ideas and stereotypes, assess how the customers want to be served and adjust accordingly, present a positive attitude, and how to advocate for the customer.

Employment Law/FMLA

This class will outline in detail all the protected categories in the Commonwealth's Employment Law statute and examine, through interactive techniques, the legal obligations of managers and supervisors in the workplace as they pertain to these categories. Particular emphasis is placed on avoiding personal and professional liability and the importance of appropriate responses when violations (or allegations of violations) occur. FMLA will be addressed within the context of Employment Law.

Managing Multiple Generations

For the first time in American history, four generations are in the workplace simultaneously. Each generation brings diverse perspectives, values, needs and expectations to the workplace. Learning to blend these distinctive creative energies and accommodate the different working styles will create dynamic teams. This class will increase your knowledge and understanding of the four generations; identify each generation's core values, work ethics, motivations, job satisfaction indicators, and career expectations so we can all work together more effectively.

Write it Right! Strategies for Effective Business Writing

Participants in this workshop will develop essential skills to craft the most common types of written business communications, to write in a clear, concise style and avoid common grammatical mistakes. Class exercises will reinforce key concepts and ensure an active learning environment.

To learn more, check us out online at www.Mass.gov/HRD.



Pictured: Staff of the Training and Learning Development Group

ASK HRD: WHAT'S NEW ABOUT MANAGEMENT COMPENSATION REVIEW (MCR) FOR 2007?

ACES

Management Compensation Review (MCR)

Connecting Management Performance & Organizational Strategy

- As has been the case in previous years, the total adjustments to base salaries and bonuses at the secretariat level **may not exceed 3.5%**, but this year there will be **no** 3% cap on base salary adjustments at the secretariat level.
- The 2007 merit grid has been changed to equalize distribution guidelines. Both the 1st and 2nd quartile ranges are identical as are the 3rd and 4th quartile ranges. This change has been made in response to managers' feedback around internal equity.
- There will be an individual cap on bonuses of \$2500 without HRD approval.
- The market minimums and the top range of all quartiles of the twelve managerial salary bands have been increased by 2.8%.

More information on MCR can be found at the following link:

[http://www.mass.gov/?pageID=hrdsubtopic&L=4&L0=Home&L1=Policies+%26+Benefits&L2=Performance+Reviews+%26+Management+Compensation&L3=Management+Compensation+Review+\(MCR\)&sid=Ehrd](http://www.mass.gov/?pageID=hrdsubtopic&L=4&L0=Home&L1=Policies+%26+Benefits&L2=Performance+Reviews+%26+Management+Compensation&L3=Management+Compensation+Review+(MCR)&sid=Ehrd)

LEGAL REVIEW : SUPERIOR COURT REVERSES CIVIL SERVICE COMMISSION IN DISCIPLINE CASE



In MA Department of Correction v. Mullen et. al., the Suffolk Superior Court vacated and remanded a Civil Service Commission (CSC) decision and reaffirmed the principle that the Commission does not have the authority to substitute its judgment about an Employer's exercise of discretion based on merit or policy considerations. Rather, the Commission must focus on the fundamental purposes of the civil service system and guard against political considerations, favoritism and bias in state governmental hiring decisions.

Sergeant Richard Mullen and Lieutenant Benjamin McGuinness were terminated from the MA Alcohol and Substance Abuse Center ("MASAC") on January 14, 2005 following an investigation that concluded the officers used excessive force on an inmate, Stephen Dearborn. Dearborn had verbally abused Mullen and McGuinness from a temporary holding cell on November 1, 2003 where he had been placed after attacking another inmate.

Mullen and McGuinness entered Dearborn's cell shortly thereafter to transfer him to the MA Treatment Center. A third officer, Sergeant Scott Nedley, entered Dearborn's cell when he heard loud screams. While Nedley assisted Mullen and McGuinness in placing Dearborn in restraints, he heard Mullen punch Dearborn, felt Dearborn's body tense in response and saw McGuinness act as a "lookout" while stepping on Dearborn's legs.

Nedley later witnessed Mullen twist Dearborn's wrists and call him a derogatory name. Nedley did not report these incidents until November 20, 2003. Following an investigation, McGuinness and Mullen were terminated for using excessive force against Dearborn in his cell and during the transport, lying to the investigators, and McGuinness for also acting unprofessionally during his investigation interview.

McGuinness and Mullen appealed their termination to the Commission and a hearing was held on August 3, 2005. The Commission based their decision that the DOC did not have just cause to terminate primarily on their finding that the Department's main witness, Nedley, was not credible. On the DOC's appeal, they bore the burden of proving the standard that the Commission's decision was arbitrary or capricious, an abuse of discretion, based upon an error of law or unsupported by substantial evidence. The DOC argued and the Court agreed that several of the Commission's factual findings relative to Nedley's testimony were not supported by substantial evidence. Furthermore, the Court stated that the Commission, at least in part, substituted their own judgment for DOC's with regard to application of their termination for excessive force policy. In sum, the Court found that the Commission's decision was arbitrary and capricious and remanded the case to the Commission for a new hearing to be heard by a different Commissioner.

Mass Mentoring Partnership Informational Sessions

State Agencies Encouraged to Bring Mentoring Information to Staff

Agencies interested in getting teams of employees engaged in youth mentoring are encouraged to contact Chris McCue, Mass Mentoring's Director of Marketing & Mentor Recruitment for details. Mass Mentoring is currently scheduling brown-bag, lunchtime mentoring information sessions for departments with 10 or more staff members. If this is of interest, contact Chris at cmccue@massmentors.org or 617-695-2438 for details and availability.



State Employees Encouraged to “SERV”

The new State Employees Responding as Volunteers (SERV) Program was officially kicked off on July 11th at the first Governor's Volunteer Expo. The program is a result of Governor Patrick's Executive Order # 479: *Establishing A Policy For State Employees to Provide Voluntary Services*. The Executive Order expands the current volunteer leave program for eligible state employees.

Currently, state employees who have worked for six months are eligible to volunteer for up to one day of service per month as mentors, school volunteers or tutors without the loss of salary or benefits. The program has been expanded to include community service volunteer opportunities in the environmental, health, human services and public safety fields. The program will allow state employees the opportunity to assist in the improvement of the community at approved non-profit organizations and public entities. The volunteer service must also address community needs.

Please visit the SERV website www.mass.gov/serv for updated SERV Guidelines including new policy guidance, the current list of approved organizations, a simple two- page informational brochure and tips on marketing the program to your employees.



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http://www.mass.gov/portal/index.jsp?pageID=hrdutilities&L=1&sid=Ehrd&U=hrd_feedback